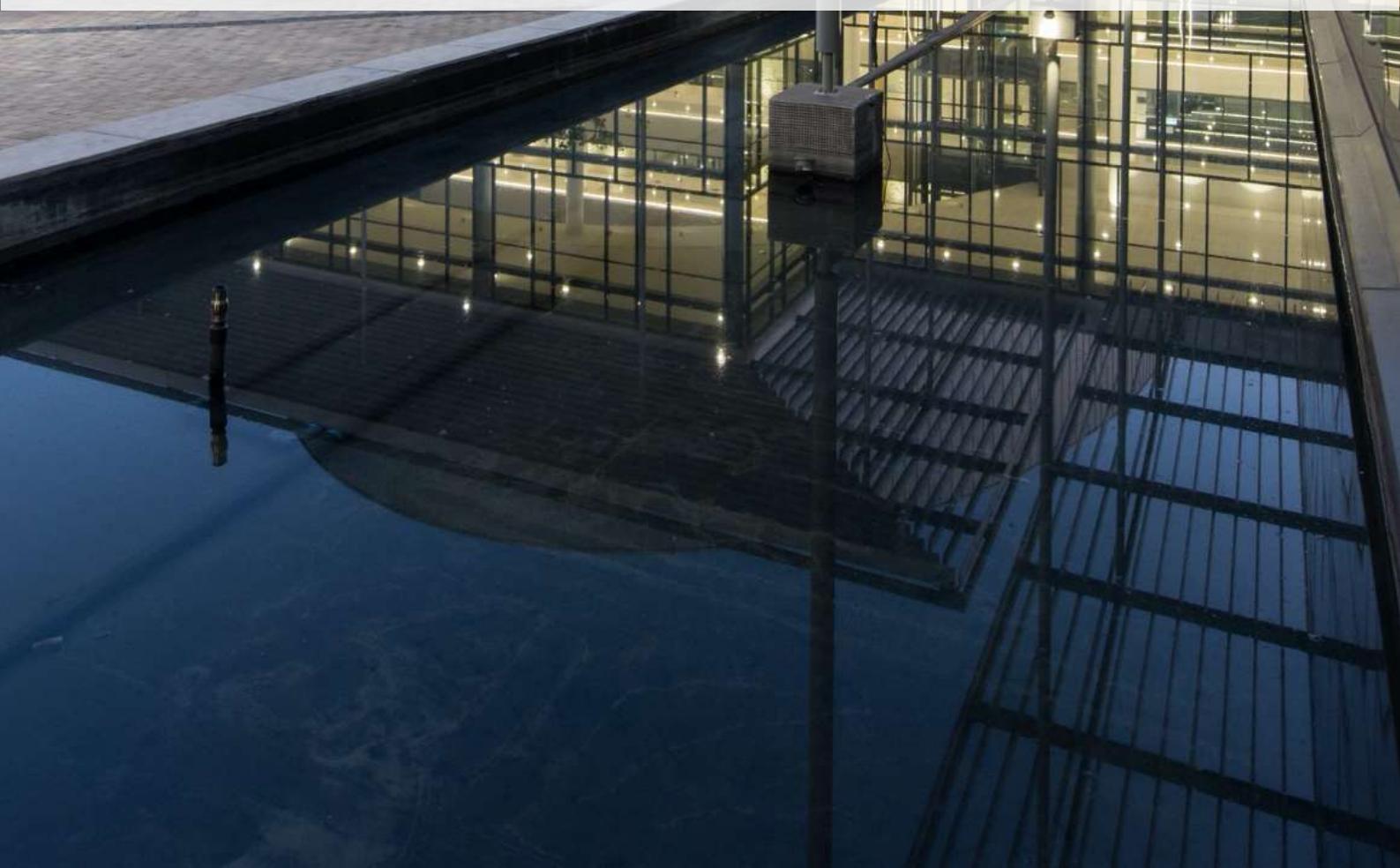




Section F: Urban Management



Section F: Urban Management

The concept of urban management maintains the ongoing business and operations within a Metropolitan. However, through the City Support Programme (CSP) the need to focus this approach to spatially targeted investment areas (CLDP) have been realised to maintain and grow investor confidence and continued investment momentum. Not only does this require the rendering of day-to-day services from the City, but it also requires a focussed approach to build private sector partnerships and a governance model which promotes marketing and social services.

In terms of the City's Theory of Change, the principle of collaborative planning, implementation and management forms the central theme for urban management specifically focussed within the CLDP framework. This principle is complimented by the spatial transformation principle, through actioning the establishment urban management frameworks, and the principle of financial sustainability through the provision of operational budgeting to support the rendering of day-to-day operations. It should also align to the vision of establishing sound inter-governmental and inter-departmental planning practices to promote bi-lateral decision making and integrated allocation of financial resources.

Figure 94 Theory of Change

THEORY OF CHANGE	
PRINCIPLES	VISION
POLICY DIRECTIVE	
Collaborative Planning, Implementation and Management	<ul style="list-style-type: none"> Establish sound inter-governmental and inter-departmental planning practices. Adoption of a workflow procedure which assists in the implementation of projects. Urban Management
	<ul style="list-style-type: none"> Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005). Operation Khawuleza (District Model). IDP Strategic Development Pillar 3 and 5. Gauteng and National SDF Framework for Infrastructure Development Framework and SDBIP - Service delivery and budget implementation plan
OUTCOMES	
	<ul style="list-style-type: none"> Institutional Alignment. Joint Planning. Target Development. Clear communication channels, protocols and implementation frameworks. Bi-lateral decision making and integrated allocation of financial resources. Unified annual planning process. Standardised Project Management Principles. Implementation readiness assessment. Project tracking and monitoring. Sustainable urban management practices after implementation.
ACTIONS	
	<ul style="list-style-type: none"> Expansion of affordability envelope. Align planning through different spheres of government (SDFs). Align capital budgeting processes. Sound institutional framework and action plan. Multi-criteria Prioritisation Model. Co-funding agreements. Verification of CLDP's between all spheres of government. Adopt a workflow and verification tool. Feedback to national departments/overseeing entities. Effective public-private partnership agreements. Understanding stakeholder needs.
IMPACT	
	<ul style="list-style-type: none"> Reduction of wasteful expenditure. Decreased stress on infrastructure networks. Increased service delivery. Unified approach to project planning and implementation. Private sector investment growth. Planned maintenance quantification within targeted precincts. Sustainable operational budget to manage day-to-day operations.
MEASURABLES	
	<ul style="list-style-type: none"> Municipal Budget Reporting Regulations. Circular 88 reporting. Annual performance reporting and mid-year review. Capital Expenditure Framework.

The principle of collaborative planning, implementation and management shapes the vision of establishing an urban management framework which will further attract and sustain private investment and growth. The outcomes required to achieve this includes effective public-private partnership agreements specially targeted and designed to meet the needs representative of each CLDP. Actioning this requires an evaluation of stakeholder needs and an understanding of growth opportunities that will arise from the investment portfolio make-up, together with stakeholder and public relationships to efficiently manage and maintain precincts. This will ensure the establishment of precincts which align to the spatial vision of the City.

In terms of the BEVC, the following section has been structured to align to the last component within the value chain. Urban management deals with the “on the ground” workings within targeted precincts and includes planning, precinct management initiatives as well as institutional arrangements. This section will discuss the specific management steps taken by the City, above and beyond its regular functions, to ensure the (re)development of specific spatially targeted areas.

24 Precinct Management Planning

24.1 Existing Precinct Management Plans

There are several developed precincts plans that serve as special development and management plans in the relevant areas. The following precinct plans have been developed:

- Inner City Macro Framework
- Government Boulevard
- Ceremonial Boulevard
- Northern Gateway
- Salvokop
- Civic Precinct
- West Capital
- Mamelodi Hostels
- Saulsville Hostels
- Roslyn Industrial Park
- Mabopane Station Precinct
- Mamelodi DIPS

24.2 Establishing Precinct Management

24.2.1 Setting up Urban Management Units across The City of Tshwane

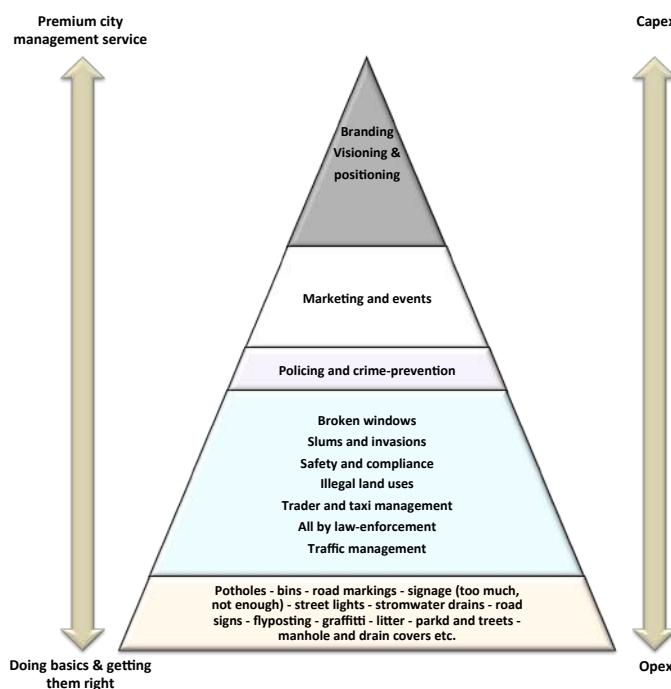
Urban Management covers a range of issues from the maintenance of infrastructure, public buildings and spaces through to policing and marketing. The base objectives of urban management are to maintain public capital investments and to enforce basic rules of public life, with the ultimate

objectives relating to the contribution to an improved quality of life that effective urban management might bring to residents and other users of the space under management (Pernegger & Godehart, 2007). Figure 95 illustrates a structure of urban management explored in various municipalities.

The bottom level of urban management consists of simple maintenance issues such as cleaning of storm water channels, fixing potholes and removing litter. The second level deals with the enforcement of by-laws such as illegal dumping and informal trading. The third level is about policing and crime prevention. The highest levels are concerned with place, marketing the managed area to outsiders.

As one moves from 'getting the basics right' to offering 'a premium service', it is likely that operational budgets will require augmentation of capital items and would require the establishment of partnerships with the private sector, as explored above.

Figure 95 Structure for Urban Management



24.2.2 Funding Urban Management

Four strategies may be considered to secure the resources needed for improved management:

- **Strategy 1: Obtain value for money and efficiency gains.** A starting point for this type of strategy is to identify areas where public urban management resources are being wasted or where losses are being incurred.
- **Strategy 2: Increase the allocation of public resources.** This strategy is complementary to strategy 1. It aims to seek secure increased resource allocation to urban management functions. In this case, it may be considered to ring fence funds for the node areas.
- **Strategy 3: Capture complementary revenue streams.** A third mechanism for securing additional resources is to use public assets to generate revenue streams, which in turn are used to fund supplementary urban management activities. In strategies of this type, sustainable revenue streams are generated by the development of local public assets, such as the leasing of public land or facilities. All or part of this revenue can subsequently

be allocated to improve urban management activities (Urban Land Mark, 2009) – it should, however, be ensured that these funds are appropriately ring fenced.

- **Strategy 4: Mobilise urban management partnerships.** In this approach, the resources of actors in the private sector, nongovernmental organisations and community groups are mobilized into effective area-based public management partnerships. Urban management partners that are typically mobilised include:
 - Property owners;
 - Informal traders (contracting with trader's associations or cooperatives to provide security cleaning, security and management services for informal markets);
 - Small businesses (formal/informal agreements to provide security and cleaning services for a precinct);
 - Taxi operators (contract with taxi associations to provide management and security services for taxi ranks);
 - Sports clubs (sport clubs provide maintenance service in turn for user rights);
 - Community groupings; and
 - Church or religious groups.

In this case, it can additionally be considered to outsource urban management functions to the private sector, cooperatives and community-based organisations. Improvement districts are typically considered in this instance, however, given the strong residential character of most of Tshwane this mechanism may not be appropriate and may need to be hybridised into a social/community organisation that is supported by the private sector through corporate social investment. With consideration of these complexities, it is recommended that a policy/framework to address urban management within the nodes be established. The framework should also be area specific, due to the diversity in Tshwane.

25 Institutional Arrangement

25.1 Aligning resources towards urban management and coordination

The City of Tshwane (CoT) has embarked on an augmented process of integrated budgeting which allows for conducting various “what-if” scenario analysis in order to enhance overall budget credibility, relevance and sustainability.

The results from the Budgeting Simulator© system (for each scenario conducted) will be utilised to inform and compile a multi-year CoT budget in which:

- Cognisance has been taken of historic trends and drivers of individual budget line items, based on audited historic financial information;
- Growth in individual budget line items as well as the interrelationship between budget line items have been analysed and considered;

- The Operating and Capital budget have been integrated and is therefore inclusive of the contemporaneous effects of both budgets;
- Ratio analysis has been conducted in terms of:
 - Operating and net cash flows;
 - Liquidity; and
 - Borrowing;
- The funding of both the Operating budget and the Capital budget have been analysed;
- Budget line items correspond to official Return Forms and is therefore reconcilable to mSCOA line items.

25.1.1 The Process

25.1.1.1 Step 1: Preparation of a Status Quo forecast over a five-year planning horizon

The Status Quo forecast (SQ) provides a bird's-eye view of the forecast CoT financial position inclusive of:

- The current CoT policies and strategies as expressed in financial terms;
- The current CoT loan book (all long-term loans and bonds);
- The current CoT MTREF operating budget;
- The current CoT capital budget projects which are already committed and prioritised according to the output of the Capital Planning System, including the resultant effects on the:
 - Cash flows during the implementation period;
 - Operating budget upon and after implementation. The effect on depreciation is automatically included. Effects on other operating budget line items can be included on a project-by project basis, based on available pre-feasibility or feasibility studies;
- Historic audited amounts for each forecast operating budget line item, as well as working capital, reserves and borrowing.

Based on these inputs, the consolidated and integrated SQ forecast provides quantified and selected graphic results on, amongst others:

- Each individual return form line item;
- The accounting and cash operating surplus/deficit;
- Operational and capital project cash flows;
- Movements in the total cash position;
- Various growth percentage analyses;

- Operational cash flow ratios and measurement;
- Liquidity ratios and measurement;
- Borrowing position ratios and measurement;
- Analyses of the operational budget funding position;
- Analyses of the capital budget funding position.

25.1.1.2 Step 2: Critically assess the SQ results and adjust accordingly

An assessment of the results will enable any identified issues to be addressed through the following adjustable levers:

- Adjusting forecast growth percentages in individual line items;
- Adjusting various working capital/reserves/borrowing policies and strategies;
- Critically analysing and adjusting individual committed projects and prioritisation in terms of capital expenditure, future operating income and expenditure, possible debt funding and grant funding.

The resulting adjusted SQ forecast will then be analysed further in the next step, with a particular view on addressing any remaining funding gaps.

25.1.1.3 Step 3: Test the effects of new debt and planned projects

To test the effects of any new long-term debt instruments, a further three forecast scenarios can be prepared. Utilising the adjusted SQ forecast (or normal SQ forecast if no adjustments were required), the following three scenarios can be tested:

- Addition of new vanilla debt instruments with no changes to the project list;
- Addition of planned projects (on top of already committed projects) with no changes to the debt profile;
- Addition of both items in 1 and 2 above.

Quantified and selected graphic results are again presented for each of these forecasts, enabling comparison and identification of possible areas requiring further attention.

Further adjustments can be made to test the impact on the total integrated budget of:

- Possible changes to CoT policies and strategies;
- Adjustments to the CoT operating budget;
- Changes to the CoT project list, including reprioritisation, funding, operational impact upon implementation, etc;
- New debt;
- Approval of any planned projects.

25.1.1.4 Step 4: Coordination, consultation and budget compilation

After assessing the integrated budget, the process of coordination and consultation may be conducted, taking into consideration the results of the different planning scenarios.

The aim is to support inter-sectoral municipal coordination as well as consultation with other stakeholders at all levels of government.

The proposed investment and funding strategies for the intergovernmental project pipeline as included in the Capital Planning System and assessed on an integrated level in the Budgeting Simulator©, can be discussed and coordinated with all relevant stakeholders. Further and differing funding possibilities can be investigated and assessed according to steps 2 and 3 above.

Upon completion of the coordination and consultation process, the integrated operating and capital budgets can be compiled and submitted to the approval process.

The table below sets out a summary of the process's alignment with and support to applicable reporting requirements.

Table 40 Reporting Requirements

	Applicable reporting requirement	Alignment
1	mSCOA	Line items are according to official return forms and therefore reconcilable to mSCOA
2	Funding of both operating and capital budgets	Analysis of the funding position of both the integrated operating and capital budgets
3	Credibility of budget, revenue framework, budget assumptions across multi-year planning horizon	Five-year planning horizon which allows for viewing and testing of various assumptions, including interrelationships between budget items. Growth percentages are calculated across the planning horizon
4	Audited annual financial statements used to determine trends	Historic information included and available for trend analysis, compiled from audited annual financial statements
5	Alignment with strategic initiatives	Inclusion of the Capital Planning System prioritised projects and integrating with the operating budget. Further coordination and consultation supported by results

25.2 City Improvement District Implementation

A City Improvement District (CID) is a geographic area in which a majority of property or business owners have come together and agreed to provide an extra level of public service through an additional tax or fee on the properties located within that identified space. CIDs are community driven initiatives where the private sector takes the lead in supporting the municipality in the revitalization or maintenance of certain demarcated areas. The additional service that may be provided by the public sector could include street cleaning, security services, engagements with informal traders, business attraction and place marketing amongst others. The establishment of CIDs are acknowledged as one of the key mechanisms to revitalize specific economic nodes within cities.

The CID concept originated in 2009 as the result of a report titled "Report Back on Key Findings and Concrete Recommendations on the CID Study for the City of Tshwane". The contents of this report aligned to the Gauteng City Improvement Districts Act, 1997, which was enacted by the province to

facilitate the establishment of CIDs. During 2014 Council approved the development of a Special Ratings Area (SRA) policy in a report titled “Report on the Public Participation Process Conducted on the Draft Special Ratings Areas Policy”. Even though the development of the report was approved, the policy was never empowered with a by-law and omitted key institutional arrangements.

Overall the CID and SRA space has not been established to speak to the city’s needs or administrative functions, which essentially has created legislative uncertainty. Based on this, the city has identified the need to introduce a new by-law which stabilizes functions and governance pertaining to CIDs.

During the preparation of the BEPP document, the by-law report concluded with the public participation process, and as such is still in the process of being drafted for submission to Council for approval.